

K-8 & Middle School

**NETWORK**

Learning, Leadership  
& Leveraging

# Today's Agenda

## 4 Big Ideas



**System of Principal Learning & Leadership**

**Supervision, Support & Evaluation**

**Network Knowledge: *Concept, Rationale & Goals***

**Network Structure, Pedagogy & Content**



# System of Principal Learning & Leadership

## Theory of Action

**IF** the IPOP is precise, observable and owned by the school community,  
**THEN** the Principal and teachers can bear down through the established systems and structures to shift the pedagogy, elevate the content, and engage students in high demand work that ultimately leads to improved performance.



# Supervision, Support & Evaluation

## Expectations & Role

**Philosophy:** The model of one-on-one Supervision & Evaluation is limited in our ability to learn. Therefore, our **MINDSET** is to have the Network as our core so that everything is tied to it and bolsters it. Our Network is the source for continuous learning.

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### Operating Principles: Think & Act Guiding Questions

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- \* Are you spending most of your **time** working on what is most **important**? Evidence.
- \* How are you **enlisting** your school community in the work? Evidence.
- \* Do you have **systems** and **structures** in place that link **adult learning** with **student results**? Evidence.
- \* Is there an **operationalized** plan that tracks **student learning** and **supports** students that fall behind. Evidence.

# K-8 & MIDDLE SCHOOLS

## Network Knowledge | Concept

### CONCEPT

The concept of a “Network” implies a strong **relationship** between **professionals** who are **courageous** and **honest** in their ability to surface **struggles** embedded in the **challenges** we face as **school leaders** charged with **improving** our **schools** and **student performance**.

(entry letter, August 2008)

# K-8 & MIDDLE SCHOOLS

## Network Knowledge | Rationale

WHY

The idea here is to create a **helpful** model. A model that is *not* based on what an individual **authority** figure or **expert** knows, but one that **strengthens** us as **school leaders individually** and **collectively** as the network becomes a high-functioning **community of practice**.

(entry letter, August 2008)

# K-8 & MIDDLE SCHOOLS

## NETWORK GOALS

Our Network **GOALS** include, but are not limited to:

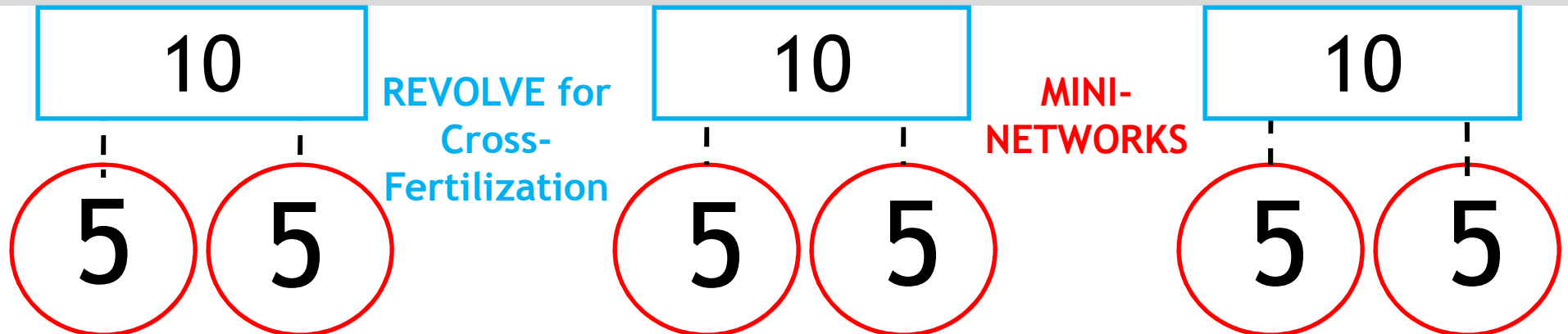
- ⊙ **BUILD** Observation & Analysis Skills for teaching & learning
- ⊙ **EXAMINE** how systems & structures in schools impact instruction
- ⊙ **DEVELOP** our Leadership Moves
- ⊙ **SUSTAIN** our learning as leaders
- ⊙ **SCALE-UP** the quality of instruction in ALL of Schools
- ⊙ **CROSS-FERTILIZE** our expertise to solve instructional problems

# K-8 & MIDDLE SCHOOLS

## NETWORK | STRUCTURE

Our **NETWORK** of 30 *plus* principals, a level support team and ourselves. Our Network learning will take the form of **inquiry groups**, **learning walks**— “**rounds**,” **generating case studies**, **crafting and implementing action plans**, **reflecting and debriefing**. In our Network we want to **model** collaborative efforts that we expect to have in our schools and mirror the possibilities for **learning and leadership** in the context of **accountability**.

Revolving Groups of 10: To cross-fertilize, calibrate, build skills problem-solve



The Mini-Networks will create a smaller support team and also serve as a think tank for one Host School Visit.



# K-8 & MIDDLE SCHOOLS NETWORK | STRUCTURE

- \* 8 Sessions:** Opening Session, 6 School Instructional Rounds & Wrap-up
- \* Instructional Rounds:**—The entire Network (30 plus) will engage in instructional rounds at 6 school host sites.
- \* Six School Host Sites:** Each host site visit will be organized around the school's Problem of Practice (POP) and the readings, observations, key questions and debrief will be tied to that particular Problem of Practice.
- \* K-8 & Middle School On-line Network:** Principals reflect monthly on their POP, the struggles they face and their leadership moves.



We have been discussing possible host schools, based on a variety of characteristics; however, If you feel your school is on its way towards developing a POP and is in a place to benefit from this type of experience, please let us know.

# K-8 & MIDDLE SCHOOLS

NETWORK: How will we work together?

HOW

In our Network we want to **model** collaborative efforts that we expect to have in our schools and **mirror** the possibilities for **learning** and **leadership** in the context of **accountability**.

(entry letter, August 2008)

# K-8 & MIDDLE SCHOOLS NETWORK | PEDAGOGY

**HOW** will we engage in this work:

- **Function** in a constructivist manner
- **Make** all forms of our data public
- **Develop** trust and collaboration within the group.
- **Define** and Act on Problems of Practice (POP)
- **Practice** with Struggle--No show & tell
- **Observe** each other in practice
- **Push** each other's thinking and action
- **Hold** each other accountable as a professional network

# K-8 & MIDDLE SCHOOLS

## NETWORK | CONTENT

FOR

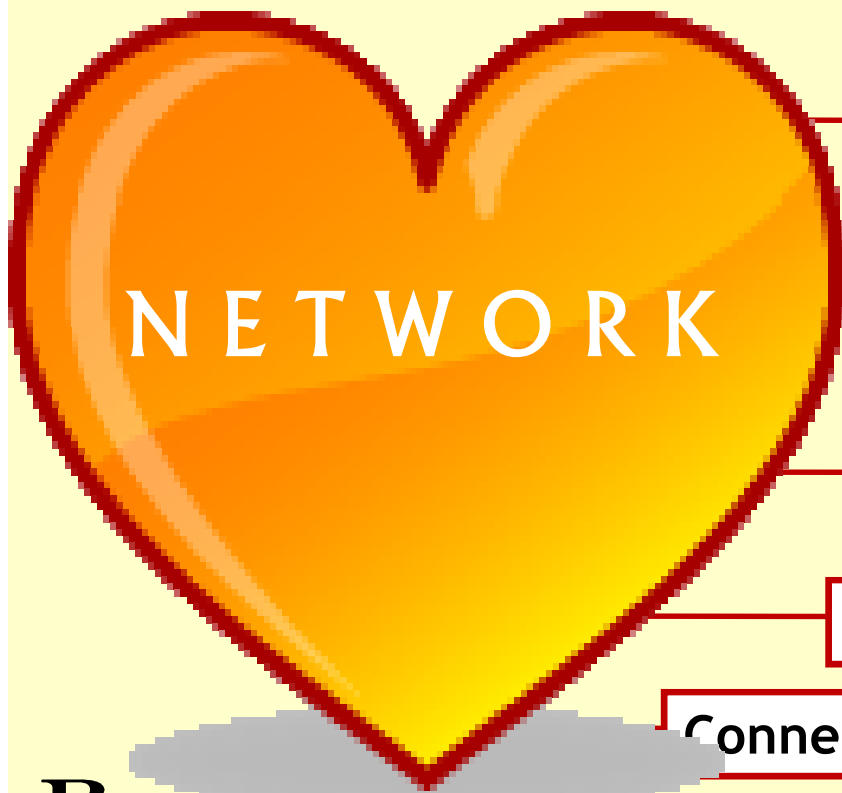


The Network will focus on two **key** areas to our work: (i) **instruction** and (ii) **leadership**. Ultimately as principals and district leaders, our work is to create a **learning organization** to improve our schools' **instructional core** and **student performance**. The challenge rests with identifying our **problems of practices** and *drilling* down what we observe to a **granular** level in an effort to more **precisely** determine what **leadership moves** will have the greatest **leverage**.

(entry letter, August 2008).

# K-8 & MIDDLE SCHOOLS

## The Network is the HEART of our LEVEL Work



**Our Collective Wisdom~** We have over 30 sources for feedback, shared thinking & collaborative accountability.

**Sustained Learning~** We will have consistent learning opportunities over time and in between our “Rounds.”

**Engage in Struggle~** We will problem-solve, innovate & construct Ideas together.

**Connect Theory in Practice**

**Connect Supervision & Evaluation**

**Model & Mirror~** We will be and act what we want to see in our schools

# K-8 & MIDDLE SCHOOLS CHALLENGE

## OUR CHALLENGE:

As the Boston Public School K-8 & Middle School Network has progressed, a key challenge that has emerged involves the manner and approach that the Principal uses to determine the school's Instructional Problem of Practice (IPOP). We have noticed that many school leaders have a difficult time developing a precise and observable IPOP that will impact student achievement. How the IPOP is crafted and the content of the IPOP has great influence on:

- ⊙ how the Principal participates in the instructional rounds
- ⊙ the school's ability to articulate criteria for the IPOP and in turn take, reflect and refine strategic action.